

# The Influence of Personality, Emotional Intelligence and Affective Commitment on Employees Performance at The Head Office of PT. Indah Logistik Cargo Yogyakarta

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## Abstract

*This study aims to analyze the influence of personality, emotional intelligence, and affective commitment on employee performance at the Head Office of PT. Indah Logistik Cargo Yogyakarta. The research is grounded in the importance of psychological and organizational approaches to improving employee performance, particularly in the context of complex workplace dynamics caused by generational, age, and cultural diversity. A quantitative approach with a descriptive-causal method was employed. The sample consisted of 34 respondents, selected through a saturated sampling technique involving all employees at the head office. Data were collected through structured questionnaires using a Likert scale and analyzed using multiple linear regression with SPSS software. The results indicate that, partially, personality and emotional intelligence have a significant influence on employee performance, with significance values of 0.007 and 0.000, respectively ( $< 0.05$ ). In contrast, affective commitment does not have a significant partial effect ( $p = 0.367$ ). However, when tested simultaneously, all three variables have a significant influence on employee performance, as indicated by an F-value of 10.868 and a significance level of 0.000. These findings suggest that personality management and emotional intelligence development should be prioritized in human resource management strategies. This study contributes theoretically to the literature on workplace behavior and provides practical implications for enhancing employee effectiveness in the logistics sector. Future research is recommended to incorporate additional variables such as work motivation, work environment, and compensation systems to gain a more comprehensive understanding of the factors influencing employee performance.*

**Keywords:** Personality, Emotional Intelligence, Affective Commitment, Employee Performance



## INTRODUCTION

The role of Human Resource Management (HRM) has become increasingly strategic in response to changing workforce demographics and evolving organizational needs. Variations in employee age, generational diversity, and socio-cultural backgrounds have created complex dynamics that require adaptive HRM strategies. In this context, achieving optimal employee performance becomes a fundamental objective, as performance is a critical determinant of organizational competitiveness and sustainability. Therefore, companies must foster work environments that support the psychological, emotional, and organizational aspects of employee behavior to meet performance standards and drive innovation.

Employee performance significantly influences the success and operational continuity of a company. According to Mangkunegara (2011), achieving high performance must be grounded in psychological and organizational approaches that consider the intrinsic human dimensions. In particular, personality traits have been found to play a key role in determining individual work behavior. The Big Five Personality Theory proposed by Magidson et al., (2014) identifies five primary dimensions – Neuroticism, Extraversion, Openness to Experience, Agreeableness, and Conscientiousness – that influence how individuals perceive and react to work-related situations. These traits, when aligned with organizational roles and expectations, can enhance both individual and team performance outcomes.

In addition to personality, emotional intelligence (EI) is another psychological factor that contributes substantially to employee performance. Goleman (2015) emphasized that emotional and spiritual intelligence account for approximately 80% of performance success, with intellectual intelligence (IQ) contributing the remaining 20%. Law et al., (2004) define emotional intelligence as an individual's ability to perceive, assess, and regulate emotions – both internally and in others – comprising four dimensions: self-emotional appraisal (SEA), use of emotion (UOE), others' emotional appraisal (OEA), and regulation of emotion (ROE). Recent studies reaffirm the critical role of EI in predicting job performance across various industries and cultural contexts (Putri Ramadhona et al., 2022; Tjimuku et al., 2025).

Another influential factor in performance is affective commitment, which refers to the emotional attachment of employees to their organization. Zefeiti (2017) identified affective commitment as a vital element that fosters identification with organizational goals and motivates individuals to exert greater effort. Commitment is not only shaped by organizational culture but also by individual awareness and self-regulation. Recent literature emphasizes that fostering affective commitment through leadership support, organizational justice, and employee engagement can significantly enhance performance outcomes (Ly, 2024; Motsaathebe & Molefi, 2025).

Given the importance of psychological and organizational factors in influencing employee performance, this research aims to investigate the effect of personality, emotional intelligence, and affective commitment on employee performance at the Head Office of PT. Indah Logistik Cargo Yogyakarta. This study is expected to contribute theoretically by enriching the literature on human behavior in the workplace and practically by providing insights for HRM practices to improve employee effectiveness. By integrating contemporary psychological constructs and organizational theories, this research addresses a significant gap in understanding the interplay

of individual and emotional factors in performance optimization within logistics service companies.

## **LITERATURE REVIEW**

### **Employee Performance**

Employee performance refers to the level of achievement attained by an individual in carrying out job responsibilities, measured both in terms of quality and quantity of work produced (Robbins, 2018). Performance is considered a critical factor in organizational success and is influenced by multiple internal and external variables. Robbins & Judge (2017) outlines five primary indicators of employee performance: quality, which refers to the standard of output; quantity, which concerns the volume of work produced; timeliness, or the punctuality in completing tasks; effectiveness, which reflects goal achievement and efficiency; and independence, or the ability to complete tasks with minimal supervision. In modern organizational behavior literature, performance is often categorized into task performance and contextual performance, where the latter involves discretionary behaviors that support the organizational environment (Qalati et al., 2022).

### **Personality**

Personality encompasses enduring characteristics and patterns of behavior that influence how individuals interact with their environment. Opoku et al., (2023) define personality as a set of traits representing consistent patterns in thought, emotion, and behavior. The Five-Factor Model (FFM), also known as the "Big Five," identifies five core personality dimensions: Neuroticism (emotional stability), Extraversion (sociability and assertiveness), Openness to Experience (creativity and curiosity), Agreeableness (cooperativeness and trust), and Conscientiousness (diligence and reliability). These traits have been extensively linked to job performance across various occupational settings. Research has demonstrated that among the five traits, conscientiousness is the most consistent predictor of high job performance due to its association with self-discipline and goal-directed behavior (Huo & Jiang, 2021).

### **Emotional Intelligence**

Emotional intelligence (EI) is conceptualized as the capacity to perceive, understand, manage, and regulate emotions in oneself and others (Bru-Luna et al., 2021). This construct plays a vital role in effective interpersonal functioning and leadership within organizations. Law et al. (2004) propose a four-dimensional framework for measuring EI: self-emotional appraisal (SEA), or recognizing one's own emotions; others' emotional appraisal (OEA), which involves perceiving emotions in others; use of emotion (UOE), or harnessing emotions to facilitate thinking; and regulation of emotion (ROE), which refers to the ability to manage one's emotional states. High levels of emotional intelligence have been associated with improved teamwork, leadership effectiveness, and job satisfaction (Coronado-Maldonado & Benítez-Márquez, 2023; Rodrigues et al., 2024).

### **Affective Commitment**

Affective commitment is defined as an employee's emotional attachment to, identification with, and involvement in an organization (Dinh Nguyen et al., 2020; Fernandez-Lores et al., 2016). It reflects the degree to which employees are emotionally invested in their organizations and is considered one of the three components of organizational commitment. Key indicators of affective commitment include a strong belief in and acceptance of organizational goals and values, a willingness to exert effort on behalf of the organization, and a desire to maintain membership in the organization. Affective commitment has been found to significantly influence employee retention, job satisfaction, and performance, making it a vital aspect of organizational health (Palma-Moreira et al., 2024; van Rossenberg et al., 2022).

## **METHOD**

This research employs a descriptive causative method, aiming to examine the causal relationship between personality, emotional intelligence, and affective commitment as independent variables, and employee performance as the dependent variable. The study is quantitative in nature, with data presented in numerical form and analyzed statistically (Sugiyono, 2019). The research was conducted at the Head Office of PT. Indah Logistik Cargo, located in Gamping District, Sleman Regency, Yogyakarta.

The population in this study includes all employees at the company's head office. A saturated sampling technique was applied, involving the entire population, resulting in a total of 34 respondents. Primary data were collected directly from respondents through structured questionnaires and supported by interviews to enhance the depth of understanding. The questionnaire was constructed using a Likert scale to measure the variables in the study (Sekaran, Uma and Bougie, 2016).

For data analysis, this study utilized multiple linear regression analysis to test the influence of the independent variables on employee performance (Sugiyono, 2019). The statistical analysis was carried out using the Statistical Package for the Social Sciences (SPSS) software. Prior to hypothesis testing, validity and reliability tests were conducted to ensure the accuracy and consistency of the research instrument. Subsequent analyses included hypothesis testing, coefficient of determination ( $R^2$ ), and F-tests to evaluate the strength and significance of the relationships between variables.

## **ANALYSIS AND DISCUSSION**

### **Validity and Reliability Tests**

In order to assess the legitimacy of the questionnaire employed in this study, a validity test was conducted using Pearson's product-moment correlation technique. This test evaluates the relationship between each individual item and the total score of its respective construct. A variable is considered valid if each of its indicators exhibits a significance level (p-value) less than 0.05. The results obtained from a pilot study involving 34 participants revealed that all indicators for the constructs of personality, emotional intelligence, affective commitment, and employee performance yielded p-values below 0.05, signifying their validity.

**Table 1.** Validity Test Results

Variable	Indicator	Sig	Sig. Requirement	Validity
Personality	K 1	0.000	0.05	Valid
	K 2	0.002	0.05	Valid
	K 3	0.001	0.05	Valid
	K 4	0.002	0.05	Valid
	K 5	0.000	0.05	Valid
	K 6	0.000	0.05	Valid
	K 7	0.001	0.05	Valid
	K 8	0.000	0.05	Valid
	K 9	0.000	0.05	Valid
	K 10	0.000	0.05	Valid
	K 11	0.002	0.05	Valid
	K 12	0.000	0.05	Valid
	K 13	0.000	0.05	Valid
	K 14	0.001	0.05	Valid
	K 15	0.001	0.05	Valid
Emotional Intelligence	KE 1	0.000	0.05	Valid
	KE 2	0.000	0.05	Valid
	KE 3	0.002	0.05	Valid
	KE 4	0.000	0.05	Valid
	KE 5	0.001	0.05	Valid
	KE 6	0.000	0.05	Valid
	KE 7	0.000	0.05	Valid
	KE 8	0.000	0.05	Valid
	KE 9	0.000	0.05	Valid
	KE 10	0.000	0.05	Valid
	KE 11	0.002	0.05	Valid
	KE 12	0.000	0.05	Valid
Affective Commitment	KA 1	0.000	0.05	Valid
	KA 2	0.000	0.05	Valid
	KA 3	0.001	0.05	Valid
	KA 4	0.000	0.05	Valid
	KA 5	0.000	0.05	Valid
	KA 6	0.000	0.05	Valid
Employee Performance	KK 1	0.000	0.05	Valid
	KK 2	0.000	0.05	Valid
	KK 3	0.000	0.05	Valid
	KK 4	0.000	0.05	Valid
	KK 5	0.000	0.05	Valid
	KK 6	0.000	0.05	Valid

Sources: Primary Data Processed, 2025

These findings indicate that all instrument indicators effectively measure their intended constructs and are thus deemed valid.

In addition to validity, reliability was also evaluated using Cronbach's Alpha coefficient. A construct is regarded as reliable if it yields a Cronbach's Alpha value greater than 0.60. The

reliability analysis demonstrated that all constructs exceeded this threshold, as shown in the table below.

**Table 2.** Reliability Test Results

Variable	Cronbach Alpha	Critical Value	Reliability
Personality (X1)	0.828	0.60	Reliable
Emotional Intelligence (X2)	0.826	0.60	Reliable
Affective Commitment (X3)	0.675	0.60	Reliable
Employee Performance (Y)	0.690	0.60	Reliable

Sources: Primary Data Processed, 2025

These results suggest that all questionnaires used in this study are consistent and dependable.

### Multiple Linear Regression and t-Test Results

The outcomes of the multiple linear regression and t-tests are summarized in the following table:

**Table 3.** Multiple Linear Regression Test Results and t-Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
1 (Constant)	24,109	1,903		12,668	0,000
Kepribadian	0,103	0,036	0,440	2,896	0,007
Kecerdasan Emosional	0,132	0,030	0,455	3,076	0,000
Komitmen Afektif	0,042	0,046	0,134	0,916	0,367

a. Dependent Variable : Employee Performance

Sources: Primary Data Processed, 2025

Based on Table 3, the t-test for the Personality variable (X1) yields a p-value of 0.007 ( $\leq 0.05$ ), suggesting a statistically significant influence on employee performance. This indicates that employees with favorable personality traits tend to perform better.

The t-test result for Emotional Intelligence (X2) shows a p-value of 0.000 ( $\leq 0.05$ ), confirming a significant effect on employee performance. Employees who can regulate their emotions and empathize with others are more likely to be productive and effective.

The Affective Commitment (X3) variable, however, has a p-value of 0.367 ( $> 0.05$ ), indicating an insignificant effect on performance. Despite the positive coefficient, its lack of statistical significance suggests that emotional attachment to the organization alone may not be sufficient to enhance performance levels. This finding highlights the possibility that employees' affective ties may need to be supported by other motivational or structural factors to yield tangible performance outcomes.

The multiple linear regression test results in Table 3. are explained as follows:

$$Y = 24,109 + 0,440 X1 + 0,455 X2 + 0,134 X3$$

**F Test Results (Simultaneous Test)**

**Table 4.** F Test Results

	Model	Sum of Squares	df	Mean Square	F	Sig
1	Regression	41,081	3	13,694	10,869	0,000
	Residual	37,797	30	1,260		
	Total	78,878	33			

a. Dependent variable : Y  
 b. Predictors : (Constant), X1, X2, X3

Sources: Primary Data Processed, 2025

Based on Table 4, the F-test significance value is 0.000 ( $\leq 0.05$ ), demonstrating that the independent variables – Personality, Emotional Intelligence, and Affective Commitment – jointly have a significant effect on employee performance. This simultaneous influence confirms that a multifactorial approach is essential when assessing determinants of employee productivity.

**Coefficient of Determination Test Results ( $R^2$ )**

**Table 5.** Coefficient of Determination Test Results ( $R^2$ )

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,722	0,521	0,473	1,12245

a. Predictors: (Constant), X1, X2, X3

Sources: Primary Data Processed, 2025

Based on Table 5, the Adjusted R Square value of 0.473 suggests that 47.3% of the variance in employee performance can be explained by Personality, Emotional Intelligence, and Affective Commitment.

The remaining 52.7% of the variance is likely influenced by other factors not explored in this study, such as organizational culture, leadership style, workload, and external economic conditions.

This implies that future research should consider a broader set of variables to more comprehensively model employee performance.

**CONCLUSION**

Based on the research findings, it can be concluded that personality and emotional intelligence partially have a significant influence on employee performance at the Head Office of PT. Indah Logistik Cargo Yogyakarta. This is evidenced by the t-test results, which show significance values of 0.007 for personality and 0.000 for emotional intelligence – both below the 0.05 threshold. Meanwhile, affective commitment does not significantly influence employee performance, as indicated by a significance value of 0.367. However, when assessed collectively, personality, emotional intelligence, and affective commitment significantly affect employee performance, supported by the F-test result with an F-statistic of 10.868 and a significance value of 0.000.

Therefore, it is recommended that the management of the Head Office of PT. Indah Logistik Cargo Yogyakarta focus more on conducting training and employee development programs related to personality management and emotional intelligence, as these factors can enhance overall employee performance. For future research, it is advisable to consider incorporating additional variables such as work motivation, work environment, and compensation systems, to provide a more comprehensive understanding of the factors influencing employee performance.

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